

## Departmental Goals

### Protect New Yorkers from disease, environmental risks, and disasters

- Reduce the incidence and impact of disease
- Reduce the adverse impact of environmental factors on human health
- Increase the capacity of state and local public health systems to prepare for and respond to public health threats, emergencies, disease outbreaks, chemical, biological or nuclear terrorism, and natural disasters
- Reduce the incidence of injuries and subsequent morbidity and mortality

### Promote the healthy behavior of New Yorkers and their communities

- Reduce tobacco usage and substance abuse, especially among youth
- Improve diet and physical activity
- Promote safer sexual behaviors
- Improve disease management strategies

- Enhance public knowledge by providing timely, accurate, and understandable science and public health education programs, and by disseminating appropriate educational resources

### Improve the quality of health care in New York

- Improve consumer and patient protection
- Reduce medical errors and the incidence of malpractice
- Increase quality of life for people in long-term care
- Enhance the reliability, effectiveness, and availability of services of New York's laboratory community through improved proficiency testing and laboratory education
- Improve the quality of the health industry workforce
- Promote and implement medical assistance programs for all individuals in need

### Increase access to health care for New Yorkers

- Increase health insurance coverage and the scope of health insurance benefits
- Eliminate disparities in health access and outcomes
- Increase the availability of primary health care services for underserved populations
- Increase the availability and effectiveness of preventive health services for all New Yorkers
- Increase the availability and effectiveness of services for the treatment and management of chronic diseases

- Increase the availability and effectiveness of health services for children with special health care needs
- Increase participation in managed care
- Enhance the fiscal integrity of Medicaid programs and purchase the best value health care for beneficiaries

### Strengthen the scientific foundation for health protection, health promotion, and health care

- Improve our understanding of how to promote healthy behavior and how to prevent, diagnose, and treat both disease and disability
- Increase our understanding of how to improve the quality, effectiveness, utilization, financing, and cost effectiveness of health services
- Improve the communication and application of health research results to improve health status
- Maintain a Department-wide research agenda that anticipates future challenges to public health and facilitates translation between research and public health practice
- Enhance support of biomedical research in New York

### Strengthen the Department's capacity to achieve its goals

- Improve organizational responsiveness to the needs of the public
- Ensure the delivery of high quality products and services
- Improve the performance of our programs and systems through employee development, as well as organizational learning

# For the Health of New Yorkers



State of New York  
George E. Pataki, Governor  
Department of Health  
Antonia C. Novello, M.D., M.P.H., Dr.P.H., Commissioner



## Message from the Commissioner:



As Commissioner of the New York State Department of Health, I am proud to present this summary of our 2003-2007 strategic plan. This plan is particularly important because we are beginning our second century of service to the people of New York State. Under the leadership of Governor George Pataki, we are committed to building healthier communities throughout the Empire State. DOH employees from all parts of our organization helped develop this strategic plan which, as we implement it, will benefit all New Yorkers as well as the global public health community.

The plan serves several purposes for our stakeholders, partners, employees and the public.

- It clarifies our mission of protecting and promoting the health of the public;
- It provides a compelling vision of New Yorkers as the healthiest people in the nation;
- It helps us to prioritize our work and to allocate resources strategically;
- It identifies long-term and annual performance goals that we are working to achieve;
- It sets realistic, yet ambitious targets for our performance; and
- It helps us measure our performance so that we can increase efficiency, effectiveness, and accountability.

Even in the best of times, governing public health in New York is a challenge. We serve the public health needs of a diverse population, and we oversee a sophisticated and highly complex health care system. This challenge was made even more difficult by the unexpected health threats resulting from the terrorist and bio-terrorist attacks of 2001. Although it is difficult to plan for large-scale crises, it is essential that this agency be prepared to provide leadership whenever public health faces a serious threat. When disaster hit, we immediately activated our emergency response and bioterrorism response plans. Our ability to respond quickly and efficiently proved the value and the urgency of planning. It is also evidence of the unwavering commitment of our dedicated and professional employees to protect and promote the health of New Yorkers.

The citizens of New York rightly expect government to assure conditions in which they can be healthy, even in uncertain times. We are working continuously to clarify our priorities and our goals within a changing environment; and we're preparing to deal with whatever the future may bring. The Department of Health is fully committed to maintaining its reputation for effective leadership in crises, for excellence in service to the public, and for the advancement of public health.

*Antonia C. Novello M.D., M.P.H., Dr. P.H.*  
Commissioner Antonia C. Novello, M.D., M.P.H., Dr. P.H.

## MISSION

## Mission

Working together and committed to excellence, we protect and promote the health of New Yorkers through prevention, science, and the assurance of quality health care delivery.

## VISION

## Vision

A community of professionals who, through a commitment to education, innovation, leadership in crises, customer respect, and research solutions for health problems, make New Yorkers the healthiest people in the nation.

## VALUES

## Values

Dedication to the public good  
Integrity  
Innovation  
Teamwork  
Efficiency  
Excellence

## STRATEGIC PRIORITIES

## Strategic Priorities

- Protect New Yorkers from disease, environmental risks, and disasters
- Promote the healthy behavior of New Yorkers and their communities
- Improve the quality of health care in New York
- Increase access to health care for New Yorkers
- Strengthen the scientific foundation for health protection, health promotion, and health care
- Strengthen the Department's capacity to achieve its goals

